JCA Baseline Reassessment Update

14 June 2007

Purpose

- **Provide status of JCA Baseline Reassessment in order to prepare JROC principles for the 22 June DAWG**

Guidance on Intent

SecDef

"…integral part of the evolving ***Capabilities-Based Planning*** process…the beginnings of a ***common language*** to discuss and describe capabilities ***across*** many related ***Department activities and processes***."

SecDef Memo, 6 May 2005

VCJCS

"JCAs are ***being used today across DOD processes*** and activities as a result of the initial SecDef direction. To varying degrees, they are enabling capability discussions among disparate entities and providing a common framework for capability management. To ***increase their utility***, the Department needs a plan for their ***deliberate implementation DOD-wide*** and a baseline reassessment to ***further their refinement***."

VCJCS Memo, 26 February 2007

DSD

"The JCAs are fundamental to establishing a common language to support the many DoD capability-based planning Processes. To broaden JCA use as ***a framework for capability management throughout the Department***, the following tasks are assigned:"

- IR&G co-leads will establish a plan to use JCAs across DoD
- ***CJCS will conduct a base line reassessment of the JCAs***

DSD Memo, 27 March 2007

What Problem Does JCAs Address?

- **DOD processes currently talk in five different languages…**
  - Policy talks in terms of strategic priorities
  - Programming talks in terms of appropriations and PEs
  - Planning talks in terms of force packages
  - Acquisition talks in terms of cost, schedule and performance parameters
  - Requirements talks in terms of capabilities and gaps
- **You cannot have an enterprise-wide capabilities-based strategy-to-task discussion without a common language**
- **JCAs have provided a rudimentary language which**

DoD's Capabilities-Based Planning

JCA Use

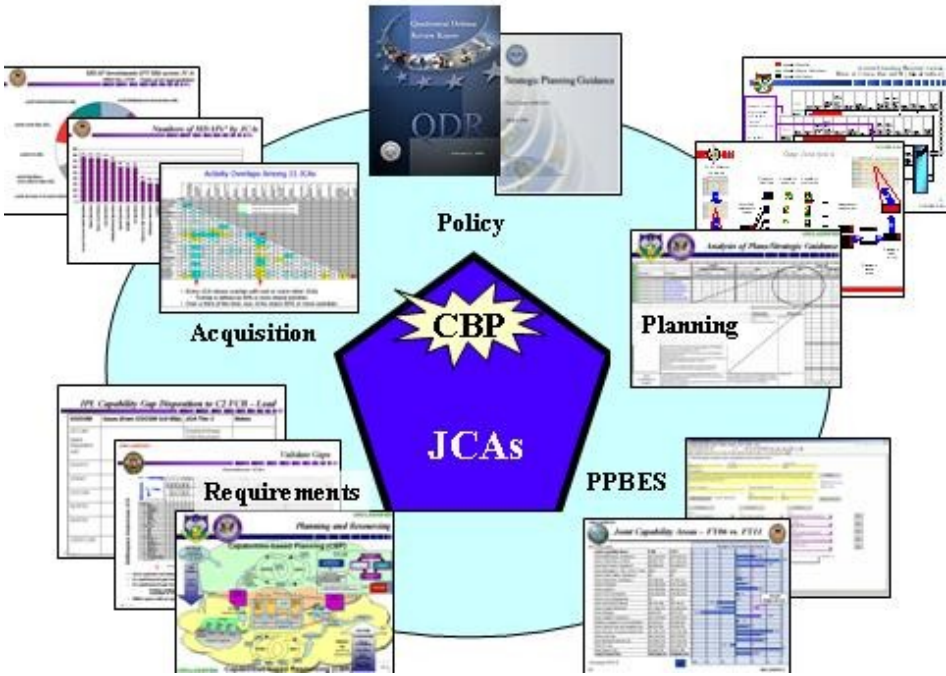
- **Policy:**
  QDR used capability framework, but not JCAs; possible language for aligning strategy to outcomes

- **Planning:**
  Underpins operational planning; enables current and future planners to discuss forces in preferred capability package terms; linking plans to resources (LPTR)

- **Programming:**
  Defense Data Warehouse maps JCAs to PEs; provides investment insight

- **Requirements:**
  Facilitates portfolio management; facilitates IPL gap prioritization; enables risk assessment and investment discussions (tradeoff analysis)

- **Acquisition:**
  Too much overlap (MMT); facilitates development & prioritization of IPLs & capability roadmaps



Current JCA Problems

- **Multiple capability categories (functions, operations, domains, institutional) led to:**
  - **Significant overlaps across the JCAs**
  - **Complex framework with potentially unlimited growth**
- **Lack of process discipline during development resulted in uneven/insufficient decomposition**
- **Consciously excluded DoD corporate support capabilities by focusing on CJTF commander requirements**

Approach Methodology

- **Categorize the JCA Framework Functionally**
  - **Minimizes overlap**
  - **Simplifies framework; reduces top level to a manageable number**
  - **Supports Joint Defense Capabilities Study original intent**
  - **Aligns closely with FCB structure**
  - **Aligns closely with JP 3-0 enduring functions**
  - **More enduring; less apt to change due to new technologies or emerging threats**
- **Use standardized rules for uniform decomposition**
- **Expand JCA Framework to include all DOD capabilities**

Process

Phased Effort

Phase 0 - Ground work (TOR & analysis)

Phase 1 - Develop top level JCAs

Phase 2 - Decomposition to lower levels

Participants

- Joint Staff
- Services
- FCBs
- OSD

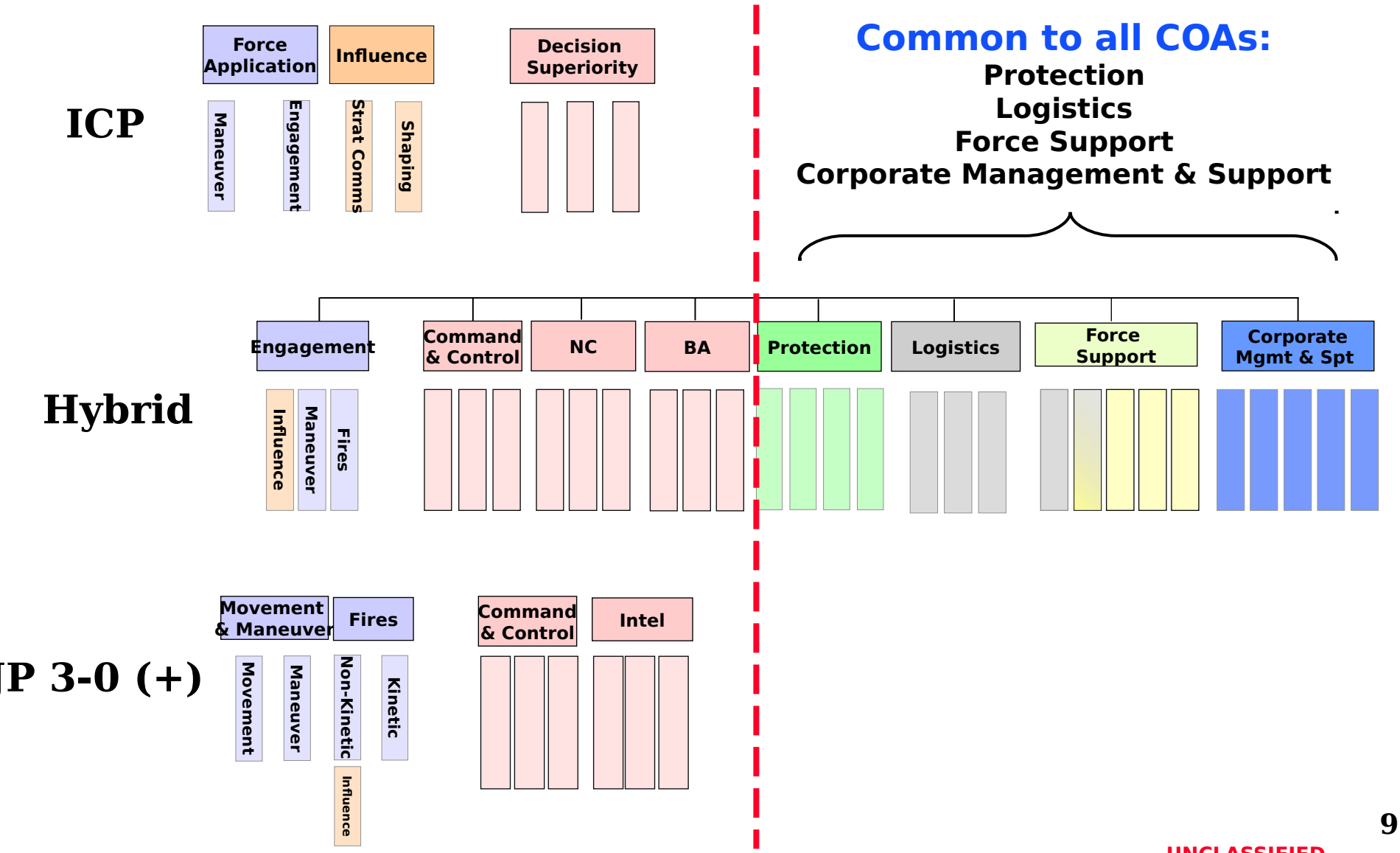
Sources Considered

- Current JCAs
- JP 3-0
- FCB structure
- Proposed ICP construct

Top Level Criteria

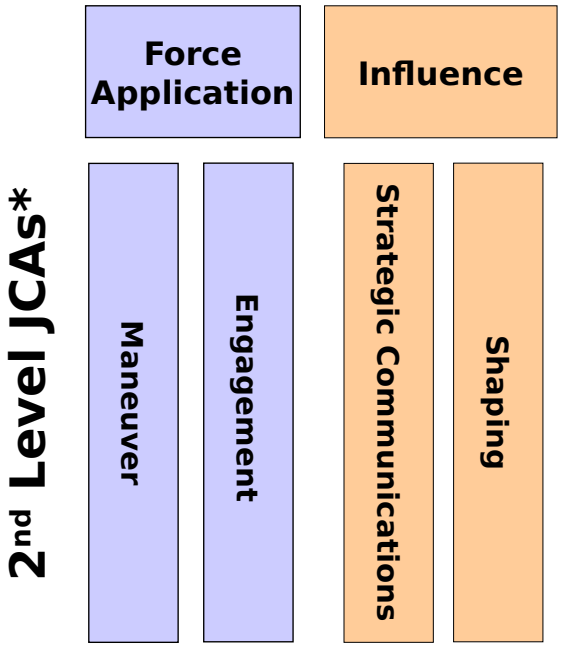
- Must be functional
- Must be a manageable number (nominally 6 to 10)
- Must cover 100% of DoD capabilities

Top Level JCA COAs



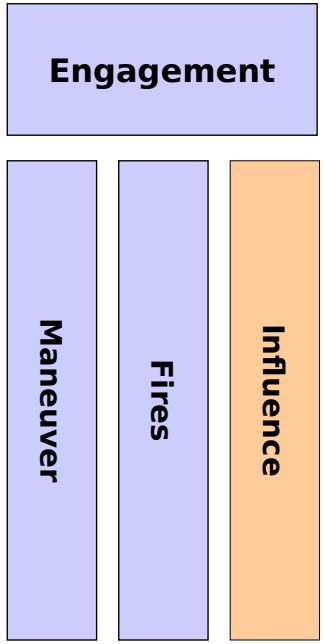
Force Application & Influence

Option 1



- Force Application is derived from focus of the current FCBs, bins functional capabilities originally identified under Air, Maritime & Littoral, Land, Space Special Operations, IO
- Influence bins functional capabilities originally identified under Shaping &

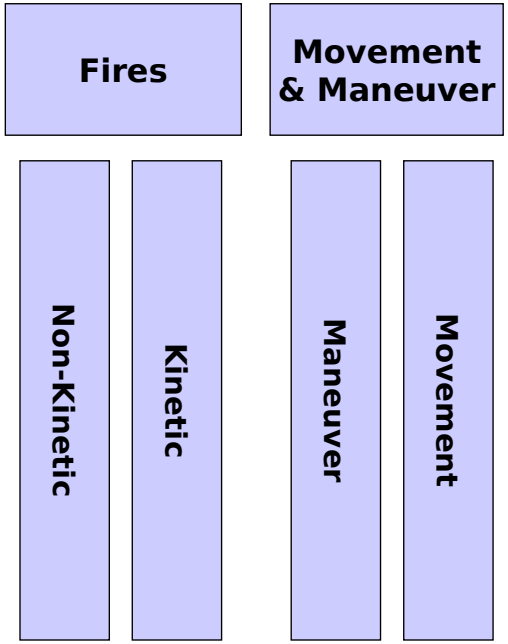
Option 2



- Influence Capabilities are grouped with Force Application Capabilities
- Uses Engagement as the broad title

*** Notional**

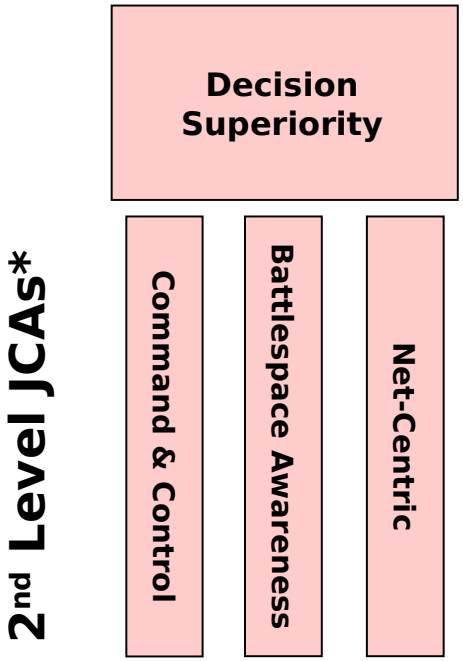
Option 3



- Accurately Reflects JP 3-0
- Requires taking some Mobility Functions out of Logistics and placing them in Movement and Maneuver
- Influence capabilities would be part of non-kinetic fires

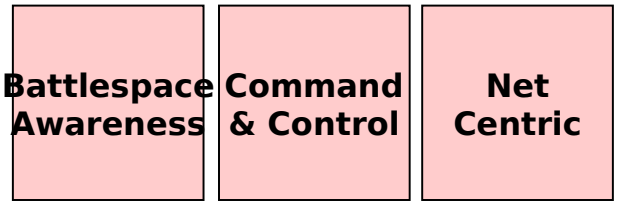
Decision Superiority

Option 1



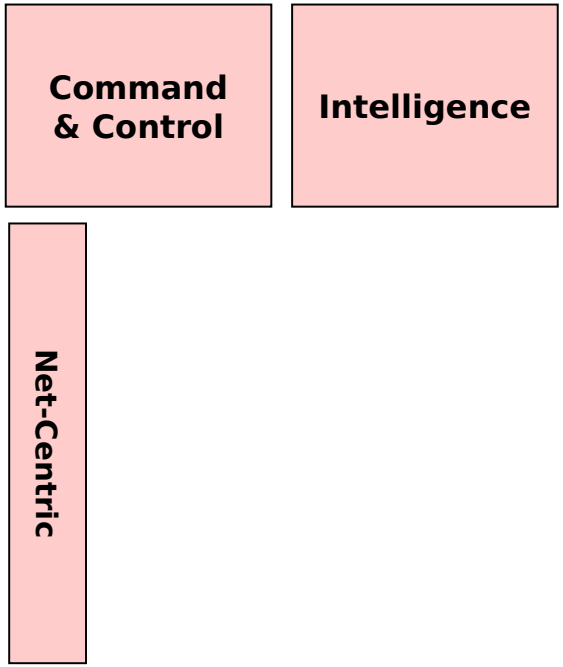
- Current "Tier One" JCAs grouped together

Option 2



- Current "Tier One" JCA bins grouped separately

Option 3



- Reflects JP 3-0
- Places Net Centric as a capability under Command and Control
- Will need to find a new home for Battlespace Awareness capabilities not covered under ISR

*** Notional**

GOFO / SES Input

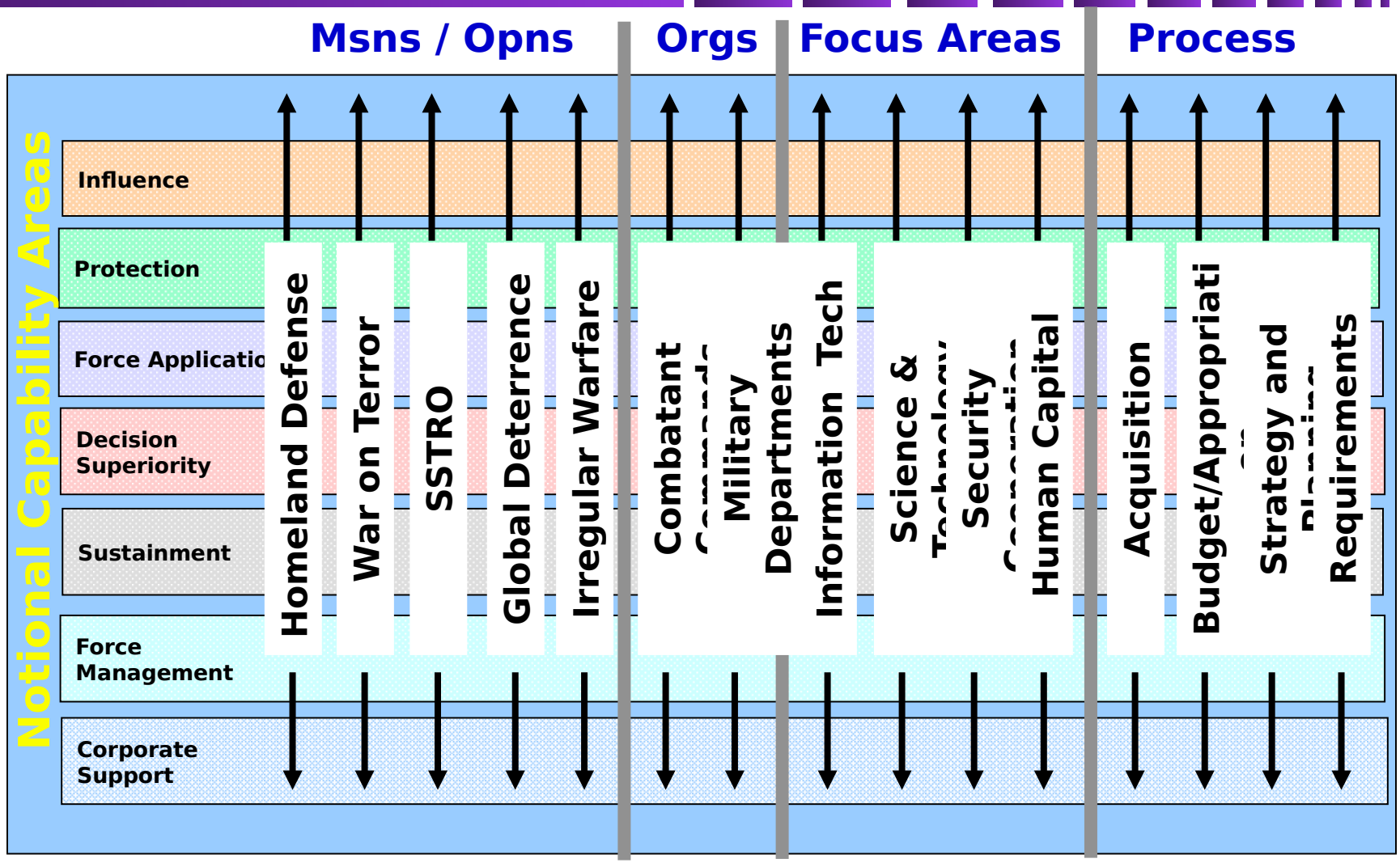
- **IR&G Executive Committee** ***(17 May 07)***
  - **General agreement on the JCA functional approach**
  - **General agreement that breaking out influence is a good idea because it needs more exposure and consideration by the leadership**
  - **General agreement on combining BA, NC, and C2, but Battle Management should be renamed**
- **JCB** ***(23 May 07)***
  - **The JCB agreed that having a terminology lexicon is useful**
  - **The JCB questioned the logic of adjusting the JCAs to optimize their use across all five major Departmental processes**
  - **JCB suggested Departmental optimization might not be possible; recommended optimizing JCAs for Requirements & Programming**
  - **JCB asked for a graphical crosswalk between the current JCAs, the FCBs, and the Courses of Action**

JCA COA Cross-walk

Current Tier 1 JCAs	Current FCB Alignment	IR&G Integrated Capability Portfolios (ICP)	Potential Functional Categories	JP 3-0 Functional Areas
Joint Land Operations	Force Application	Force Application	Engagement	Movement & Maneuver
Joint Maritime /Littoral Ops	Force Application			
Joint Space Operations	Force Application			
Joint Air Operations	Force Application			
Joint Information Operations	Force Application			
Joint Global Deterrence	Force Application			
Joint Stability Operations	Force Application			
Joint Force Projection	Force Application			
Joint Access & Access Denial	Force Application			Fires
Joint Special Ops & Irreg Ops	Force Application			
Joint Shaping	FM	Influence or Shaping	Influence	
Joint Public Affairs Operations	FM			
Joint Battlespace Awareness	BA	Decision Superiority	BA	Intel
Joint C2	C2		C2	C2
Joint Net-Centric Operations	NC		NC	
Joint Protection	Force Protection	Protection	Protection	Protection
Joint Homeland Defense	Force Protection			
Defense Spt of Civil Authorities	Force Protection			
Joint Logistics	Focused Logistics	Logistics	Logistics	Sustainment
Joint Force Generation	JT	Force Support	Force Support	Force Support
Joint Force Management	FM			
Joint IA / IGO/ NGO/ Coord	JT			
		Corporate Management & Support	Corporate Management & Support	Corporate Management & Support

Current **ICP** **Hybrid** **JP 3-0**

Vision



Functionally aligned JCAs simplify the framework & increases utility across DOD by facilitating cross-referenced views by operations, components, processes, and activities

Questions